

# GOVERNING THE ARA: LESSONS FROM OTHER PARTNERSHIPS

During 2020, the three working groups and steering board of the development phase of the ARA reached consensus on the ARA's intended functions, outcomes and operational principles. Initial discussions in working group 1 (WG1), which is responsible for developing the ARA's operational modalities and governance structure, strongly underlined the need for “form to follow function” and for the need to learn from existing multi-stakeholder partnerships while designing the governance structure of the ARA.

In light of this, implications of the functions, outcomes and operational principles of the ARA for its governance structure were outlined, and a protocol developed to guide systematic comparative analysis of existing partnerships and their governance structures. Subsequently, a comparative analysis was conducted based on this protocol, identifying relevant partnerships through public databases (such as NAZCA and the SDGs partnerships database hosted by UNEP and UN DESA respectively) and utilising publicly available primary data (e.g. on websites of partnerships) as well as existing scholarship on the governance of multi-stakeholder partnerships.

This briefing note presents the results of this comparative analysis, as an input for further deliberations and decision-making of WG1. In particular, this note: (a) provides an overview of current academic consensus on the conditions of success for multi-stakeholder partnerships, and traces their implications for the ARA; (b) identifies six exemplar partnerships based on current wisdom on partnership best practices and the relevance of each partnership to the ARA, and outlines specific governance structure elements from these partnerships that are of value to supporting the functions and operational principles identified for the ARA; (c) suggests a set of governance arrangements of the ARA for the consideration of WG1; and (d) presents an initial mapping of partnerships on adaptation action research.

## 1. Conditions for Multi-Stakeholder Partnership Success and Implications for the ARA

Multi-stakeholder partnerships or initiatives have become an attractive governance modality for the achievement of the sustainable development goals. While no single definition exists, given the scope of the ARA, the following five attributes as identified in the academic literature are applicable.<sup>1</sup> First and foremost, these partnerships are *collaborative* arrangements, whereby different actors commit to specific goals together rather than making individual commitments. Second, they are *voluntary*—partners are engaged not because of legislation or treaties compelling them to act, but out of their own desires to do so. Third, such partnerships are *horizontal*—actors are not in a contractual, hierarchical relationship with each other with any financial obligation. Fourth, multi-stakeholder partnerships are *participatory*, with governance structures that actively enable breadth of actors in the decision-making process. Fifth, multi-stakeholder partnerships are usually defined as being global in scope and consequence.

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<sup>1</sup> Kaul, Grunberg, and Stern, ‘Global Public Goods: International Cooperation in the Twenty-First Century’; Kaul and Conceição, *The New Public Finance*.

## 1.1. Emerging Consensus on Conditions of Success

The growth of this phenomenon has been accompanied by practitioner and scholarly interest in the legitimacy of such partnerships, their effectiveness, and their conditions of success, in particular on operational modalities and governance arrangements that enable the effective achievement of a partnership's goals.<sup>2</sup> Comprising both, case studies and large-n studies, literature on the conditions of success of partnerships points to , consensus is emerging on a set of conditions of success, which can be categorised under “actors”, “process” and “context”.<sup>3</sup>

*Table 1. Known conditions of success of multi-stakeholder partnerships.*

Condition of Success	Explanation
Optimality of Partner mix	A successful partnership is marked by an optimal mix of actors in its membership. The optimality of this group of actors is determined by the specific problems the partnership aims to solve, and may evolve over time. For instance, for a partnership focused on mitigating GHG emissions from forests, these actors may include relevant companies that extract forest resources; subnational and national governments that may have jurisdiction over the area(s); and communities that live in and around the forest(s), and upon which their livelihoods depend.
Leadership	In addition to an optimal mix of partners, the strength of leadership in the partnership is also determinant to its success. While the diversity of partners is essential, this must not result in loss of momentum. One or a few leaders that take on the responsibility of driving the partnership forward have been necessary.
Goal-Setting	Partnerships must set specific and stringent goals to be achieved in the short-, medium- and long-term vis-à-vis their duration. These goals serve to shape and define the purpose, composition and activities of the partnership. Vague intentions or statements of intent without accompanying goals have generally undermined the effectiveness of partnerships. Goals may need to evolve over time.
Funding	For any partnership to be successful, adequate funds to achieve its specified goals are necessary. These funds should ideally be predictable and sustained for the duration of the partnership.
Professionalism of Process Management	In addition, the effective use of these funds demands professionalism in process management, such as the existence of a secretariat or coordination structure, with dedicated staff members and clear roles and responsibilities. This may involve the establishment of a new legal entity or a hosting arrangement with an existing organization. Informal arrangements for the distribution of these functions among partners have not proven to be conducive to success, nor have rotating secretariats.
Monitoring, Evaluation and Learning	Specific attention to regular monitoring, evaluation and learning is a vital ingredient to enable success. Partnerships that have taken efforts to assess their progress (whether in-house or by inviting independent evaluation) have been able to course-correct.
Fit to Problem Structure	Sometimes partnerships are developed when more efficient alternatives exist. A multi-stakeholder partnership must represent an appropriate response to the problem at hand. In other words, there must be a high fit to problem structure. If existing governance structures and mandates provide viable pathways to the addressing the problem, then a new multi-stakeholder partnership is unlikely to garner sufficient and sustained interest from stakeholders.
Context responsiveness	A partnership must be responsive to the context in which its activities are being implemented. This is particularly applicable when the partnership's activities include engagement with communities.

<sup>2</sup> Dodds, 'Multi-Stakeholder Partnerships: Making Them Work for the Post-2015 Development Agenda'; Kuyper, Linnér, and Schroeder, 'Non-State Actors in Hybrid Global Climate Governance'; Beisheim and Simon, 'Multistakeholder Partnerships for the SDGs'; Elliott, 'Review of Partnerships, Governance and Sustainable Development'.

<sup>3</sup> Pattberg and Widerberg, 'Transnational Multistakeholder Partnerships for Sustainable Development'; Bleisham and Liese, *Transnational Partnerships: Effectively Providing for Sustainable Development?*



## 1.2. Implications for the ARA Development and Governance

To what degree do these conditions of success map onto the current trajectory of the development of the ARA, and what – if anything—should be done to ensure the ARA adheres to them to the extent possible?

**Leadership:** The Government of the United Kingdom, together with the University of Maryland School of Public Policy currently hold co-chair roles in the ARA. The continued and elevated leadership of these institutions (in addition to the individuals) would be important for the ARA's success.

**Optimality of Partner Mix:** The current set of actors engaged in the ARA include research institutes, NGOs and international organizations with the UK being the sole government represented. Many, but not all, have endorsed the ARA Gobeshona Declaration, which commits organizations to co-developing this partnership over 2021. Given the mission of the ARA (to catalyse increased investment and capacity for action-orientated research that supports effective adaptation to climate change – primarily in developing countries – at the scale and urgency demanded by the science), there is a need to expand this mix to include additional donor entities, whether governments or otherwise.

The planned bilateral discussions by the ARA co-chairs will be essential to develop the partner base of the ARA. The network mapping presented in section 4 could be used as a basis to augment the list of actors to approach, in particular by identifying the most frequent donors to multi-stakeholder partnerships in this space. Further, the ARA will need to onboard other actors such as subnational governments, businesses and civil society organizations as specific programmes are developed and implemented.

**Goal-Setting:** The ARA has already articulated a theory of change, which includes a mission, outcomes, the functions that activities will serve in pursuit of the outcomes, as well as operational principles. This forms a clear framework for the ARA's goals. Outputs and activities will need to be articulated within this theory of change and updated annually. The governance structure should include clear rules and procedures incorporated into the TORs of the appropriate governance bodies that would ensure this annual process takes place.

**Professionalism of process management:** The question of whether to establish the ARA as a legal entity should be addressed and resolved.

The development phase of the ARA is supported by the Coordination Unit. It would be prudent to formalize the arrangements for the secretariat functions for the ARA post-launch, including finalizing TORs, and identifying and contracting staff members.

**Funding:** Given that the ARA seeks to catalyse investment flows in support of its mission, there are two pertinent categories of funding that will determine success. First is core funding to ensure ARA operations, including staffing costs. Second is commitments by ARA partners to use their own funds in specific ways that further the ARA's goals. The ARA governance structure will need to enable both types of funding flows to maximise its flexibility and effectiveness. Thus, the question of whether a trust fund needs to be established in order to support core funding of the ARA should be addressed and resolved.

**Monitoring, Evaluation and Learning:** Discussions in the ARA working groups have already highlighted the importance of ensuring MEL following ARA's launch. Dedicated staff members and/or adequate funding for regular MEL will need to be incorporated into the ARA's operations and governance structure.

**Fit to Problem structure:** The deliberations of the ARA steering board and working groups have made it clear that a divide exists between eh research and action communities, one which

is not within the remit of any one organization to address. There appears to be high consensus among funders, policy-makers and researchers on the need to bring together these communities in partnership to catalyse investment at scale. The ARA therefore appears to be a good fit to the problem structure.

**Context Responsiveness:** The litmus test of the success of the ARA will be its ability to direct funds in support of customized solutions in specific contexts. This has been acknowledged as key in the ARA working groups thus far. The ability to devise custom solutions in an agile manner will therefore be central to the success of the ARA. The governance structure will therefore need to be able to draw on appropriate research capacities as needed for the problem at hand. Indeed, the ability of the ARA to bring together the relevant research capacities as needed in a one-stop-shop is likely to be the ‘carrot’ that attracts donors and partners to the ARA and that which sets the ARA apart from more piecemeal approaches to promote action research in climate adaptation.

## 2. Exemplar Partnerships at the Research-Action Nexus

The number of multi-stakeholder partnerships on sustainable development have grown exponentially since 2000. The most comprehensive available datasets on such partnerships are the Climate Initiatives Platform (CIP) and the SDGs Partnerships Database.

These datasets were reviewed to identify partnerships that: work at the research-action nexus; are well aligned with the ARA in their functions and operational principles (whether explicitly or implicitly); have strong positive evaluations of their delivery and impact; and have adequate documentation on their governance structures to help inform the ARA. This resulted in the identification of the following six partnerships as exemplars which can inform the development of the ARA governance structure:

- The Climate and Clean Air Coalition (CCAC), which seeks to catalyse investment and action to reduce global emissions of Short-Lived Climate Pollutants;
- The Partnership on Sustainable, Low Carbon Transport (SLoCaT), which aims to coordinate and spur voluntary cooperation on land transport and mobility;
- Gavi the Vaccine Alliance (GAVI), the pre-eminent global effort to make vaccines affordable and ubiquitous in developing countries;
- CGIAR, which brings together fifteen research centres from across the world to advance evidence-based cooperation and action on sustainable development;
- The Climate and Development Knowledge Network (CDKN), an effort to deliver climate-compatible development in partnership with public and private decision-makers
- Refrigerants, Naturally! (RN), a cooperative initiative that brings together businesses and other actors to transform the refrigerants industry and ensure widescale commercial uptake of low-carbon refrigerants technology.

Annex 1 provides an overview of how these six partnerships overlap with the functions and principles of the ARA.

While each of these partnerships have unique governance structures that respond to the specific needs of the partnership, they were also found to have some common attributes or lessons learned that support the specific functions and principles in which we are interested. Table 2.1 captures these elements of the governance structure and how they support the ARA-relevant functions and principles.

Table 2.1 Governance Elements of Exemplar Partnerships and their Support to ARA-relevant Functions and Principles

Governance Element	Functions and Operational Principles Enabled/Promoted by Governance Element						
	Advocacy	Planning and Cooperation	Resource Delivery	Southern Leadership	Transparency	Gender Equality and social inclusion	Thinking "big" and long term
New legal entity established in support of partnership	Enhances credibility and authority within community	Enhances credibility and authority within community	Enhances credibility and authority within community				Enables continuity over time
Dedicated pooled funding facility			Lowers transaction costs and engenders trust		Independent management and reporting of funds ensure transparency		Gives clear signal of intended longevity of partnership and attracts the right type of partners
Plenary as highest-level governance body		Builds trust		builds strong sense of co-ownership and leadership			
High level representation of partner organisations	Increases credibility and buy-in; opens doors; enhances visibility		Increases credibility and buy-in, attracting funds				decision-makers from public and private sectors able to influence change at systemic level
Dedicated seats for specific constituencies in decision-making bodies	buy-in among influencers within constituencies paves the way for uptake of advocacy messages	buy-in among influencers within constituencies creates multiplier effect for cooperation	Engagement of influencers within constituencies improves programme quality and attract greater funding	seats reserved for Southern governments and representatives of Southern institutions ensure Southern leadership	Non-funders guaranteed access to and influence in decision-making processes	seats reserved for representatives of marginalised constituencies ensure due attention in decision-making	



Dedicated decision-making body for annual work programme and review	Explicit attention to relevant outputs and outcomes	Explicit attention to relevant outputs and outcomes	Explicit attention to relevant outputs and outcomes	Inclusion of principles into TOR of decision-making body ensures adequate and ongoing attention			
Dedicated operational body	Efficient and effective division of labour between decision-making and implementation of activities in support of functions	Efficient and effective division of labour between decision-making and implementation of activities in support of functions	Efficient and effective division of labour between decision-making and implementation of activities in support of functions			Availability of expertise and training among staff members	
Scientific advisory group	Ability to generate knowledge base efficiently to make the case		available capacity to design and deliver agile solutions	Inclusion of Southern research institutes			
Ad-hoc committees/working groups in support of specific issues/projects			Efficient programme management with relevant subset of actors				

### 3. Options for the ARA Governance Structure

Based on the ARA's theory of change and lessons learned from existing, relevant partnerships, a governance structure composed of multiple bodies with distributed responsibilities is suggested. These governance bodies as well as their roles and responsibilities are illustrated in Figure 3.1 and described as follows.

1. **The High-Level Assembly** would function as the highest governance body of the partnership. Comprising high-level representatives of all ARA partners (members?), the Assembly would be responsible for setting the direction and priorities for the ARA each year, based on progress made.

The “price of admission” for an organization to the Assembly (and therefore to the ARA) would be the organization's commitment to the ARA Principles in the implementation of its own operations and mandates.

The Assembly would be composed of the highest-possible level representatives from each ARA partner organization, to maximize the impact of this Assembly in promoting the ARA's functions.

A Charter or constitution would set the rules and procedures of the Assembly. The overarching principles underlining the Assembly's charter would be equity. Thus, for example, all organizations would have one vote each, regardless of their size, location or purpose. Furthermore, the ARA vision, mission, functions and operational principles would be explicitly incorporated into the charter.

2. **The Steering Committee** would act as the primary decision-making body of the ARA, and would comprise a subset of the organizations represented in the Assembly, with individuals at a less senior level than those in the Assembly. The Steering Committee would base its decisions on the direction and advice provided by the Assembly, and would annually determine and report on the budget and the activities of the ARA to the Assembly. The TORs of the Steering Committee would determine the full scope of its activities.

The composition of the Steering Committee would be determined by the Assembly. Two types of members are envisaged: representatives of ARA funders and representatives of organizations that promote ARA operational principles and its functions. Some members may be permanent, while others may hold non-permanent seats. The TORs of the Steering Committee would specify the number of seats and the rules of procedure.

The Steering Committee would have the authority to establish additional committees as may be needed, including programme management teams for programmes implemented by the ARA as part of its resource delivery function.

The Steering Committee would have the authority to task all other governance bodies except the Assembly.

3. **The Programme Management Teams** would be established for each programme taken on by the ARA as part of its resource delivery function.

The composition of each team will vary depending on the nature of the programme and its funding model, and requirements of the funders and partners involved in the programme.

Flexibility will be important in this regard, and while each programme management team will need to report the programme activities and progress to the Steering Committee, independence in the management of the programme may be necessary for the funders of

each programme. As well, it may be possible for an ARA programme to have partners that may not be members of the ARA themselves.

4. **The Action Research Innovation Panel** would be a repository of cutting-edge research capacities across a range of methodologies and disciplines. Members of this Panel would be responsible for generating and reviewing new knowledge on action research and its effective scale-up, and making recommendations to the Steering Committee and General Assembly in this regard.

In particular, the Panel will work closely with each Programme Management Team, and will have the ability to draw upon cutting-edge research capacity in an agile manner in service of the ARA programmes as needed. In addition, the panel will play an active role in ensuring learning from ARA programmes and the cross-fertilization and dissemination of this learning between programmes and among ARA members.

In essence, this Panel would serve as the ARA's unique, core offering. In bringing together a wide range of cutting-edge research capacities, the ARA would position itself as the preferred single partner to donors, lowering transaction costs involved in obtaining agile research services in support of adaptation action. The composition of this panel would need to be very carefully considered, as would its TORs.

5. **The Secretariat** would be responsible for day-to-day operations of the ARA. Providing professional support for the organization of the meetings of all the other governance bodies, as well as their follow-up and the implementation of decisions. In performing these tasks, the Secretariat acts as the glue between the governance bodies and plays a proactive role in bringing issues to the attention of the relevant bodies, including by suggesting agenda items for meetings of the Steering Committee and Assembly.

In addition, the Secretariat would be responsible for administering the Trust Fund.

6. **The Trust Fund** would act as the central repository of ARA funds, into which any ARA partners (members?) may make deposits. The trust fund will be the common instrument to deposit and utilise funding as may be provided by various ARA partners (members). This pooled funding (or co-funding) would be one way in which the ARA would expend funds. Another way would be catalysed funding, whereby ARA partners may commit to directing their own funds in specific ways to support ARA activities, but without directing these funds through the ARA Trust Fund.

Practical and political considerations may limit the potential to establish all six of these governance bodies. An alternative approach to a high-level plenary may be to invite ARA partner organizations to particular committees of the ARA only. This would pose a challenge to transparency and coordination within the ARA, but not necessarily an insurmountable one. However, to it would remain important to ensure the ARA has a unique 'offering', such as the Action Research Innovation Panel, which sets it apart from other partnerships in this space and positions the ARA as the galvanizing, catalytic force on action research rather than simply another initiative that may implement a few programmes.



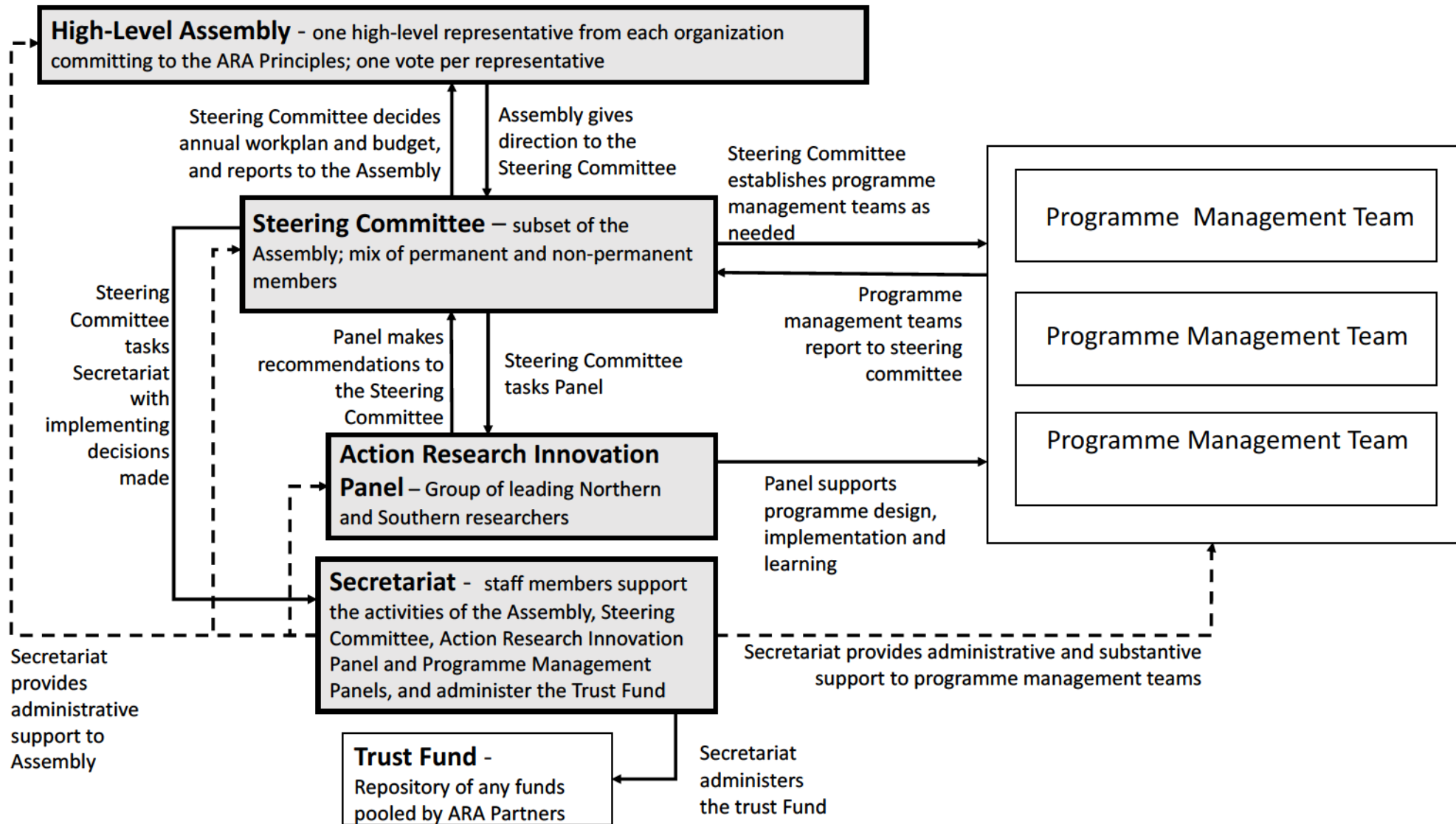


Figure 3.1. Proposed Governance Arrangements for the ARA

## 4. Mapping the landscape of multi-stakeholder partnerships on adaptation action research

Out of 258 multi-stakeholder partnerships on the Climate Initiatives Platform, 49 current, global partnerships self-report as having some focus on climate adaptation. Of these, 22 formally include research institutes together with practitioners as members or partners, suggesting some efforts to bridge the action and research communities. Table 4.1 presents an overview of the network of resilience-focused partnerships and the sub-network operating in the adaptation action research space.

*Table 4.1. List of Multi-Stakeholder Partnerships on Climate Adaptation, including Action Research*

<b>Multi-stakeholder Partnership Addressing Climate Adaptation</b>	<b>Acronym</b>	<b>Action Research Focus</b>	<b>Start Year</b>
African Adaptation Initiative	AAI	YES	2015
Alliance for Global Water Adaptation	AGWA	YES	2010
Business Alliance for Water and Climate Change	BAWCC	YES	2015
CGIAR Research Program on Climate Change, Agriculture and Food Security	CGIAR: CCAFS	YES	2011
Cities Climate Finance Leadership Alliance	CCFLA	YES	2014
Climate and Development Knowledge Network	CDKN	YES	2010
Climate Smart Agriculture Booster	CSAB	YES	2015
Community-Based Adaptation Network	CBAN	YES	2017
Global Alliance for Buildings and Construction	GABC	YES	2015
Global Alliance for Clean Cookstoves	GACC	YES	2010
Global Clean Water Desalination Alliance	GCWDA	YES	2015
Global Cool Cities Alliance	GCCA	YES	2010
Global Forum on Agriculture Research	GFAR	YES	2014
Global Initiative on Community Based Adaptation	GICBA	YES	2010
Global Resilience Partnership	GRP	YES	2014
Initiative 20x20	I20x20	YES	2014
International Alliance to Combat Ocean Acidification	IACOA	YES	2018
Joint Work Programme on Resilient Cities	JWPRC	YES	2015
Navigating a Changing Climate	NCC	YES	2015
North American Climate Smart Agriculture Alliance	NACSA	YES	2015
UN-REDD Programme	UN-REDD	YES	2008
Urban-LEDS project	Urban-LEDS	YES	2012
1-in-100 Initiative	1-in-100	NO	2014
100 Resilient Cities	100 RC	NO	2013
Adaptation for Small Holder Agriculture Programme	ASHAP	NO	2012
Adaptation of West African Coastal Areas	AWACA	NO	2015
Africa Climate-Smart Agriculture Alliance	ACSAA	NO	2014
BioCarbon Fund Initiative for Sustainable Forest Landscapes	BCFISFL	NO	2013
Caribbean Cities Climate Registry	cCCR	NO	2010
Climate Alliance	CA	NO	1990
Climate and Land Use Alliance	CLUA	NO	2010
Climate Risk and Early Warning Systems Initiative	CREWSI	NO	2015
Compact of Mayors	CompactMayors	NO	2014
Conference of Peripheral Maritime Regions	CPMR	NO	1973

EUROCITIES	EUCI	NO	2008
Food Security Climate Resilience Facility	FSCRF	NO	2015
Global Facility for Disaster Reduction and Recovery	GFDRR	NO	2006
Global Initiative on Food Loss and Waste Reduction – SAVE FOOD	GIFLWR	NO	2011
Great Green Wall for Sahara and the Sahel Initiative	GGWSSI	NO	2008
International Coral Reef Initiative	ICRI	NO	1994
Investor Network on Climate Risk	INCR	NO	2003
Megacities Alliance for Water and Climate	MAWC	NO	2015
PACMUN project	PACMUN	NO	2011
Paris Pact on water and adaptation to climate change in the basins of rivers lakes and aquifers	PPWACC	NO	2015
Planners for Climate Action	PCA	NO	2017
R4 Rural Resilience Initiative	R4	NO	2011
RegionsAdapt	RegionsAdapt	NO	2015
Transition Network	TN	NO	2006
Value Chain Risk to Resilience	VCR2R	NO	

This list represents an initial mapping of global partnerships seeking to promote climate adaptation, and also specifically those promoting action research within climate adaptation. However, this data is limited in several ways and can be improved. The true number of partnerships at the adaptation research-action nexus is likely to be higher than 22, since partnerships may include research actors but may not report them as official partners. Table 4.1 therefore is likely to be an under-representation of the landscape of adaptation action research partnerships. A manual assessment of each partnership is necessary to improve this dataset. In addition, the original CIP dataset of global partnerships on climate change may not capture all adaptation-focused partnerships. Additional surveys or engagements with ARA partners would serve to improve this dataset. Furthermore, temporal changes in partnership are not yet captured in this dataset, which reflects all partners in a pooled format rather than in panel or longitudinal format. This gives an overview of all actors that have been engaged in each partnership, but may not be accurate for the present day, as some actors may have stopped their engagement in specific partnerships over time.

These data limitations notwithstanding, a more thorough and insightful mapping of actors is possible when the members of each partnership are taken into account, and modelled as a network of actors connected to each other by virtue of their participation in partnerships.

Figures 4.1 and 4.2 illustrate this approach. Data on 39 of the partnerships on climate adaptation was populated, cleaned and coded to yield a network dataset of these partnerships and their members, with individual entities defined as nodes, and membership relationships within each partnership defined as the edges between nodes.<sup>4</sup> Attributes including entity name, entity type (14 mutually exclusive categories – see Figure 4.1) and relationship type (3 categories – funder, secretariat, participant) were coded.

Thus, the 39 partnerships on climate adaptation in this dataset is in fact a network of 1280 distinct actors. Figure 4.1 shows the distribution of entity types in each of the 39 partnerships. The same data is visualized in Figure 4.2, which each partnership and their participants. Through this visualization, it is clear that some entities engage in multiple partnerships and act

<sup>4</sup> Note that due to limitations of time and resources, it was only possible to clean and code data for 39 partnerships for this network dataset. This was deemed sufficient for the present purpose of illustration of the network approach for the mapping exercise.



as connectors in the network, while many others engage in single partnerships, pointing to potential for strengthening the network. As well, clustering by entity types is noticeable, which provides further basis for targeted partnership expansion.

Such network visualization could provide the basis of an interactive map of actors in this space. In addition to visualization, such network-based mapping can be analysed to answer questions such as: (a) Which specific entities have engaged in the greatest number of partnerships? (b) Do certain types of entities play certain types of roles (such as funder or secretariat) in partnerships? (c) Who are the most prolific funders and secretariats of partnerships on climate adaptation? (d) Which Southern research institutes are most engaged? (e) Which entities play a bridging role in the network, such as by connecting actors in the global South to global partnerships? And so on.

### Partnerships on Climate Adaptation are Varied in their Composition

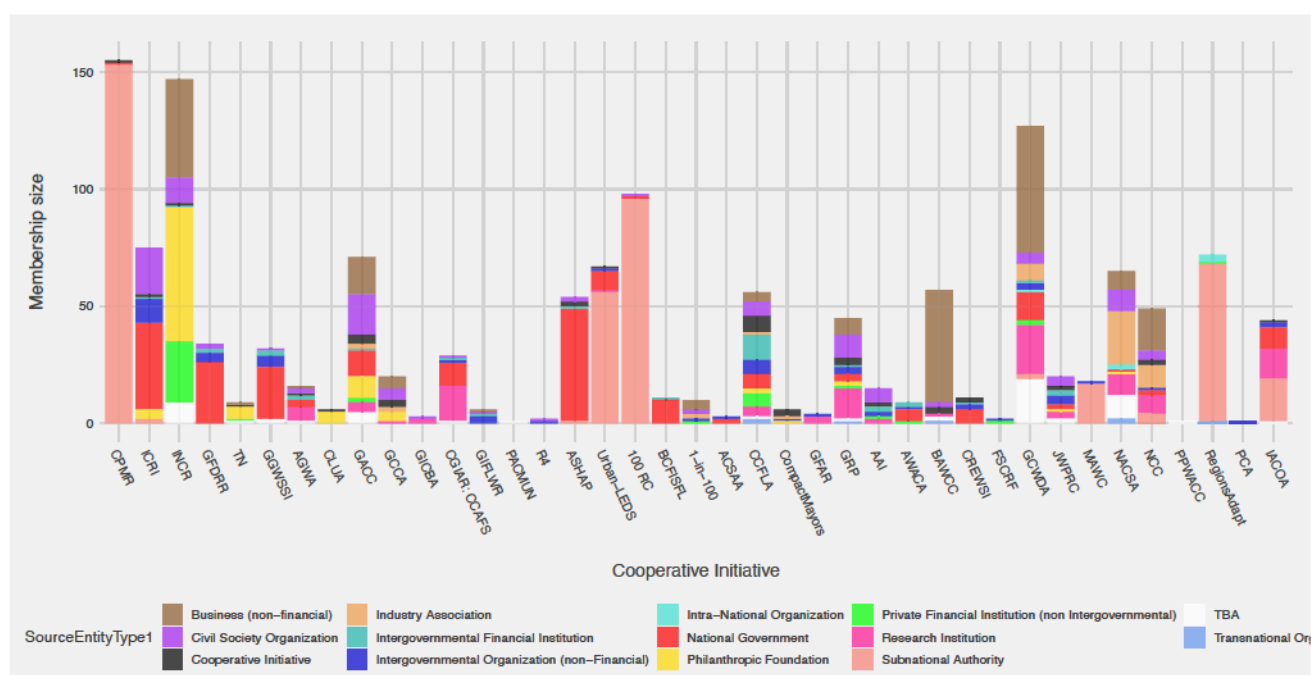
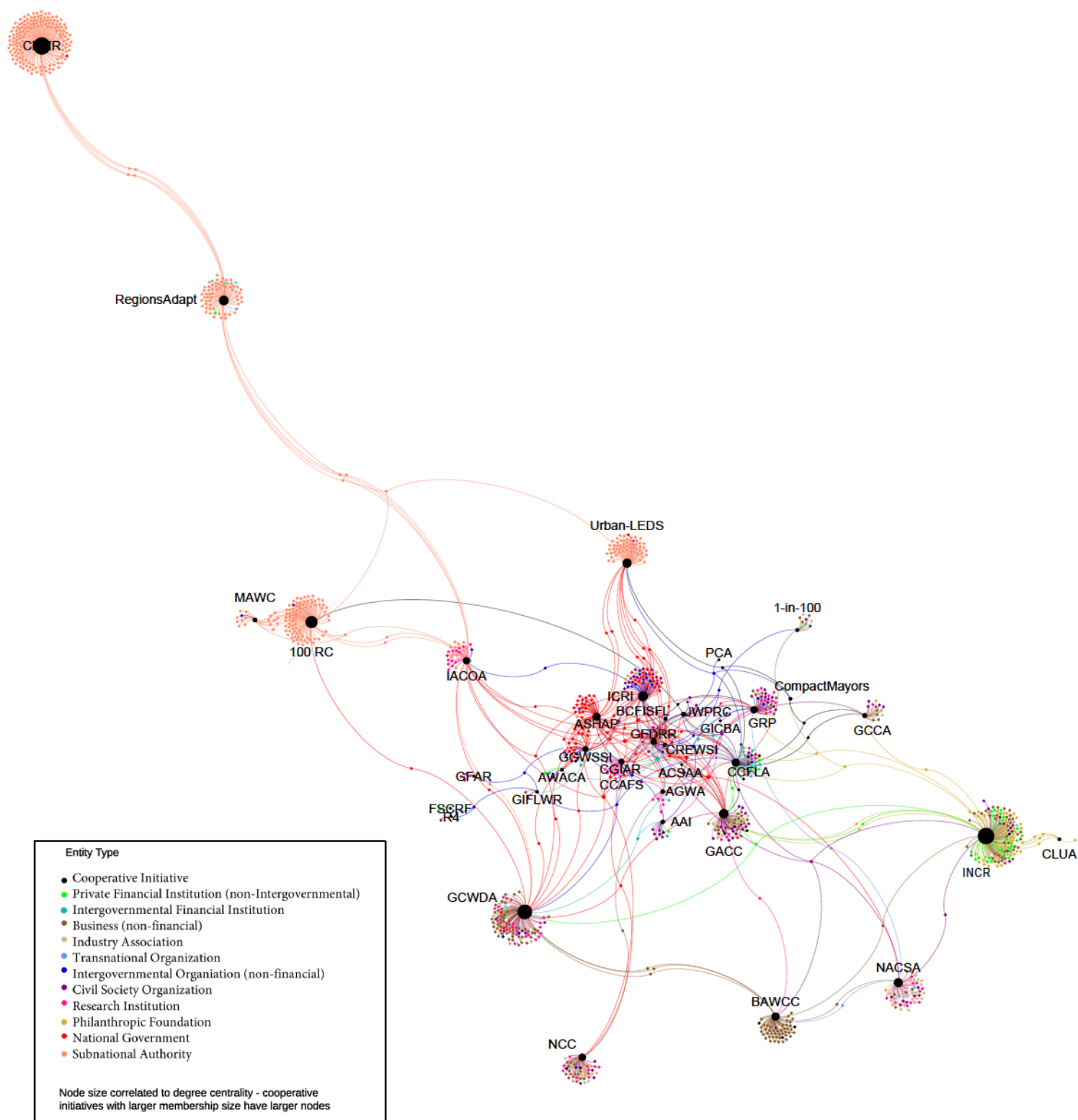


Figure 4.1. The distribution of entity types among participants of multi-stakeholder partnerships on climate adapt

**The network of entities in multi-stakeholder partnerships on climate adaptation shows variation in level of connectivity and clustering based on entity type**



*Figure 4.2. Network visualization of climate adaptation partnerships and their participants. Force-directed algorithm—connected entities are pushed together while unconnected entities are pushed apart.*

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Annex 1. Six exemplar partnerships and their alignment with ARA functions and principles

<b>Name of Partnership</b>	<b>Level of engagement at the Research-Policy-Practice nexus</b>	<b>Overlap with ARA Functions (Advocacy; Planning &amp; Cooperation; and Resource Delivery)</b>	<b>Alignment with ARA Operational Principles (Transparency; Southern Leadership; Thinking big and long term; Gender equality &amp; social inclusion)</b>	<b>Relevance to Climate Adaptation and Resilience</b>
Climate and Clean Air Coalition (CCAC)	HIGH CCAC strategic documents and governance structure explicitly emphasises knowledge-generation as the basis for its on-the-ground programmes, and on ensuring an agile link between the scientific, policy and practitioner communities.	HIGH (3/3) CCAC aims to “encourage, enable and catalyse” action to reduce emissions from SLCPs—in effect engaging in advocacy (through publication of reports, hosting events), coordination (holding a central coordination and convening venue among governments and non-state actors on SLCPs) and resource delivery (identifying, funding and implementing projects and programmes in developing countries).	MEDIUM-HIGH (3/4) Implicit attention to gender equality and social inclusion; Strong attention to transparency (all meeting minutes, annual reports and evaluations available online); long term strategic plan with focus on systems shift towards SLCPs interventions; Southern government leadership, capacity-building and tech transfer are core concerns for projects identified and implemented	MEDIUM Focused on GHG emissions reductions with high emphasis on co-benefits
Partnership on Sustainable, Low-Carbon Transport (SLoCaT)	HIGH The lack of a unifying theory of change and knowledge base for interventions in land transport emissions as a sector was a major motivation for the development of SLoCaT.	HIGH (3/3) Advocacy for political and monetary attention to the land transport sector in the climate and SDGs negotiation; Central coordinating role among previously disparate actors and partnerships in land transport; Attention to leveraging new partnerships and developing on-the-ground programmes	MEDIUM-HIGH (3/4) Strong attention to transparency via openly available documentation of meetings, plans, programme evaluations, etc.; Emphasis on systemic change vis-à-vis defining land transport as a sector in global climate policy and steering investment in support; Explicit prioritisation of gender and youth in sustainable transport	MEDIUM Focused on GHG emissions reductions with emphasis on co-benefits
CGIAR	HIGH The necessity of cutting-edge research as a basis for effective interventions in agriculture was a founding motivation for the CGIAR	MEDIUM-HIGH CGIAR plays a coordinating role for the research community on agriculture “leveraging ambitious partnerships for change” is an explicit functional priority. Advocacy is an implicit function carried out under the development of partnerships	HIGH (4/4) The partnership aims for “systems transformation” and has been working towards this for more than 50 years; Gender equality and social inclusion is explicitly defined as an area of impact Implicit attention to Southern Leadership through membership distribution and geographic focus of programmes; Explicit commitment to open access and open data; and comprehensive openly available documentation of decisions taken	HIGH Strong attention to climate adaptation

GAVI, The Vaccine Alliance	HIGH Research and technical institutes are core partners in the alliance and their work serves to produce the evidence base “required by global and national decision-makers to argue in favour of introducing new and underused vaccines”	HIGH Advocacy for vaccine use and lowering of vaccine prices is a core function of the partnership The partnership plays a central planning and coordinating function for global vaccine rollout and market restructuring Implementing mass vaccination programmes in developing countries is a central function of the partnership	HIGH (4/4) Explicit focus on women’s and children’s health outcomes GAVI’s core purpose is to support Southern leadership on vaccination through market-shaping business model to ensure affordability for Southern governments; High emphasis on transparency—openly available documentation and process management; Explicit long-term strategy that aims for systemic change to vaccine use	LOW Focus on vaccination; (tangential) adaptation link with emerging diseases
Climate Development and Knowledge Network (CDKN)	HIGH CDKN works to generate policy-relevant knowledge through research and ensuring its effective and efficient application via the design and delivery of programmes	MEDIUM-HIGH The knowledge and learning function of CDKN positions it as a coordinator and disseminator in the network of actors on climate and development The technical assistance function supports resource delivery in developing countries through the design and implementation of programmes. Less emphasis on Advocacy, although it is an implicit function for effective technical assistance and knowledge and learning.	HIGH High transparency through openly available documentation, annual reports and independent evaluations; Explicit commitment to gender mainstreaming; Emphasis on Southern leadership in national development	HIGH Strong focus on climate adaptation and development
Refrigerants, Naturally!	HIGH The development, testing and commercialisation of new low-emission refrigeration methods was the defining purpose of this initiative. Conducting research into alternative refrigeration formed the foundation of this partnership.	HIGH Advocacy for commercial use of low-carbon refrigerants is a core function of the partnership The partnership acts as a coordinating mechanism among companies and other stakeholders in the commercial scale-up of low carbon refrigeration Commercial adoption of the technology as a priority function (resource delivery)	LOW-MEDIUM Clear aim for systemic change in commercial refrigeration Implicit support to Southern leadership through rollout in developing countries; No particular emphasis on gender equality and social inclusion; No particular focus on transparency—funding and decision-making documentation not openly available	MEDIUM Focused on GHG emissions reductions with attention to co-benefits